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ABSTRACT

In "How Special Libraries Use Networks," a paper presented at the 1982 International Federation of Library Associations (IFLA) conference, David R. Bender (United States) advocates cooperation among academic, public, school, and special libraries in the areas of information management, staff services, and acquisition of technology. He describes the formation of a Special Libraries Association (SLA) task force to study the benefits and constraints of multitype library networks, as well as the results of a 1981 survey of the networking activities of SLA members. Guidelines in seven areas outline criteria for deciding whether or not to become involved in network activity. Four current programs involving cooperation among special libraries are briefly described, including: (1) the Bell Laboratories Library Network; (2) Exxon's international network of information centers; (3) the Textile Information Users Council, which organizes information transfer in the textile industry; and (4) The Insiders, an informal network of special libraries from eight firms. The paper concludes with a list of seven questions for further research and investigation. (ESR)

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SPECIAL LIBRARIES DIVISION

PAPERS

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How Special Libraries use networks

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How Special Libraries Use Networks

I am pleased to be here with you today to share information about a topic of great concern to each of us -- networks. As professionals we have a responsibility to continue to search for the commonalities in programs and services among all types of libraries. The special librarian has long set an example for active participation in networking and other cooperative endeavors. However, additional ways must be found for including special libraries - both in the private and public sector - in cooperative relationships. Many exemplary special library programs exist and yet the knowledge of their existence and thus, their ability to inspire others to seek after them, generally do not exist. Years of casual attention or outright disregard has prevented many special library programs from becoming integral components in information networks.

In preparing for this presentation I naturally sought out new concepts and innovative ideas, but I am influenced primarily by the need for a practical approach to this broad and amorphous topic - library networks and other coopera-

TIVE ENDEAVORS. THERE IS NO "CLEVER" APPROACH TO THIS OFTEN DISCUSSED TOPIC. INDEED, THE INTRODUCTION OF GIMMICKS CREATES AN ARTIFICIALITY AND PERIPHERAL SENSE OF VALUES FOR A CIRCUMSTANCE WHOSE VERY NATURE IS BEST SERVED BY COMMON SENSE. LIBRARIANS SHOULD FOSTER COOPERATION AMONG VARIOUS TYPES OF LIBRARY PROGRAMS BECAUSE THEIR INDIVIDUAL PROGRAMS WILL BENEFIT FROM THIS COOPERATION AND THEIR USERS WILL BE BETTER SERVED. IT IS IMPOSSIBLE TO DISCUSS HOW SPECIAL LIBRARIANS USE NETWORKS WITHOUT MENTIONING ACADEMIC, PUBLIC AND SCHOOL LIBRARIES. THEREFORE, THROUGHOUT THIS PAPER, REFERENCE WILL BE MADE TO ALL FOUR TYPES OF LIBRARIES.

A PROCESS, WHICH SEEMS QUITE SIMPLE, CAN BE EXTREMELY COMPLEX, BUT IN ITS COMPLEXITY WE FIND A NEW RICHNESS AND EXCITING POTENTIAL FOR LIBRARY AND INFORMATION PROGRAM DEVELOPMENT. THE METHODS FOR DELIVERING OUR PRODUCT (INFORMATION) TO OUR CLIENTS HAVE ASSUMED NEW DIMENSIONS; HOWEVER, OUR RESPONSIBILITY REMAINS PRIMARILY TO GET INFORMATION TO THOSE WHO WANT IT. DESPITE ARGUMENTS THAT PUBLIC, ACADEMIC, SPECIAL AND SCHOOL LIBRARY MEDIA SERVICES ARE DISTINCT ACTIVITIES, THE IMMEDIATE OBJECTIVE OF EACH BRANCH OF LIBRARIANSHIP IS PRIMARILY TO PROVIDE INFORMATION AND SERVICES WHICH SUPPORT THE CULTURAL, RECREATIONAL, AND EDUCATIONAL PURSUITS OF THE COMMUNITY. SPECIAL LIBRARIES ARE UNIQUE BECAUSE OF THE SPECIAL CLIENTS WE SERVE AND THE SERVICES PROVIDED. BUT WE, TOO, ARE ESSENTIALLY IN THE INFORMATION BUSINESS, AND THE GATHERING, ORGANI-

ZING AND TRANSFERRING OF INFORMATION IS PROBABLY THE WORLD'S FASTEST GROWING AND MOST IMPORTANT BUSINESS.

HIGH-CONSUMPTION INFORMATION-HUNGRY PEOPLE CANNOT PROSPER WITHOUT A SYSTEMATICALLY DEVELOPED PLAN FOR SELECTING, ORGANIZING, RETRIEVING AND USING THE INFORMATION FOR WHICH THEY HUNGER. THE CORPORATIONS SERVED BY SPECIAL LIBRARIANS CANNOT GROW AND PROSPER WITHOUT THE KNOWLEDGE OF RESEARCH FINDINGS AND OTHER NEEDED INFORMATION. THE FOUR TYPES OF LIBRARIES, ACADEMIC, PUBLIC, SCHOOL AND SPECIAL, MUST BE ABLE TO DEVELOP ACCORDING TO THEIR CONSTITUENT'S SPECIAL NEEDS. BUT OF INCREASING IMPORTANCE IS ANOTHER, BROADER RESPONSIBILITY WHICH ENCOMPASSES SHARING RESOURCES, INFORMATION, AND OTHER COOPERATIVE ACTIVITIES. THERE IS MISSIONARY WORK TO BE DONE STILL. EACH OF US SHOULD WORK TO GUARANTEE THE RIGHT OF EACH USER TO HAVE FULL ACCESS TO INFORMATION WHICH WILL MAKE HIS/HER LIFE MORE SATISFYING AND REWARDING.

I DO NOT SUPPORT THE NOTION THAT ONE KIND OF PROGRAM, OR ORGANIZATIONAL STRUCTURE OR METHODOLOGY, IS BETTER THAN ANOTHER. WHAT IS GOOD IS WHAT WORKS! BUT IT IS CERTAIN THAT MAKING NETWORKS AND OTHER LIBRARY COOPERATIVE PROGRAMS WORK REQUIRES A SPIRIT OF COOPERATION AND ACCOMMODATION FOUND ONLY WITHIN EACH OF US. MUCH OF THIS IS "ATTITUDE CHANGE"; A PROCESS WHICH IS FAR MORE COMPLEX THAT MOST LIBRARIANS AND MANAGERS ACKNOWLEDGE. HERBERT LIONBERGER, A WELL-KNOWN EXPERT IN THE FIELD OF ATTITUDINAL PSYCHOLOGY, CLAIMS THAT

BEFORE NEW WAYS ARE ADOPTED FOUR STAGES MUST OCCUR. THESE ARE (1) AWARENESS, (2) INTEREST, (3) EVALUATION, AND (4) TRIAL - ONLY WHEN THESE OCCUR, AND IN THAT SEQUENCE, DOES THE FINAL STEP OF ADOPTION FOLLOW. UNFORTUNATELY, MANY YEARS MAY INTERVENE IN THIS PROCESS, ESPECIALLY WHEN IT IS PEOPLE'S ATTITUDES WITH WHICH WE ARE DEALING. CLEARLY, EACH OF THESE FOUR PROCESSES MUST BE UNDERSTOOD AS THE COURSE OF NETWORK DEVELOPMENT AND INFORMATION SHARING IS SET.

COOPERATIVE MANAGEMENT OF INFORMATION PROGRAMS, STAFF SERVICES, AND THE ACQUISITION OF TECHNOLOGY WHICH ALLOWS US TO SEND AND RECEIVE INFORMATION ARE SPECIAL CONCERNS THAT ALL TYPES OF LIBRARIES MUST DEAL WITH AS THEY IDENTIFY, DEFINE, AND CLARIFY THE ROLES AND RESPONSIBILITIES THEY NEED TO SHARE. ATTITUDES ABOUT SERVICES MUST BE REASSESSED, REEVALUATED, AND CHANGED, IF NECESSARY, TO REFLECT UNDERSTANDINGS AND NEW INTERPRETATIONS OF SUCH TRADITIONAL TERMS AS "USER-NEEDS" AND "OUTREACH." THIS REASSESSMENT PROCESS IS TOO VITAL FOR ANY ONE LIBRARY TO UNDERTAKE ALONE, IN A VACUUM. THE COOPERATIVE EFFORTS OF EACH TYPE OF LIBRARY MUST AIM AT DESIGNING INFORMATION PROGRAMS THAT WILL ALLOW EXEMPLARY SERVICE IN THE LIGHT OF SIGNIFICANTLY CHANGED EXPECTATIONS ABOUT WHAT LIBRARY AND INFORMATION SERVICE IS.

LIBRARIES MUST ABANDON DEBATE OVER WHICH OF THEM IS TO CONTROL OR MANAGE WHAT INFORMATION, AT WHAT SITE OR IN WHAT FACILITY. THEY MUST MEET THE REAL CHALLENGE: HUMANIZING AND USING

THE MEDIA TO CREATE AND REINFORCE PEOPLE CONTACT AND INTERACTION. THE MEDIA HAVE NO MEANING ALONE AND INFORMATION ASSUMES QUALITIES OF BEING GOOD, BAD OR INAPPROPRIATE ONLY AS IT IS USED WITH PEOPLE.

THE FIRST PRIORITY OF LIBRARIANS THEN BECOMES THE ESTABLISHMENT OF GOOD INFORMATION MANAGEMENT PROGRAMS. TOGETHER WE SHARE A RESPONSIBILITY TO MAKE THESE PROGRAMS PRACTICAL RATHER THAN THEORETICAL. WE MUST PROVIDE INTELLECTUAL SUPPORT FOR INTUITIVE FEELINGS SO THAT PEOPLE RECOGNIZE CHANGE AND ARE ABLE TO SELECT THE BEST ALTERNATIVES TO MANAGE IT.

SOMETIMES, DEVELOPING NETWORKING PROCEDURES TAKES ON ALL THE COMBATIVE ASPECTS OF GLADIATORS BATTLING AT EACH OTHER. BUT A COLOSSEUM FILLED WITH PEOPLE WAITING FOR GLADIATORS TO ENGAGE IN COMBAT IS AN INAPPROPRIATE SPECTACLE. IF NETWORKING IS JUST A GAME TO DECIDE WHO WILL BE SUPREME WITHIN THE NETWORK AND WHO WILL BE THE STRONGEST -- HENCE, THE LEADER -- THEN NO GOOD PURPOSE IS SERVED. NO; WE CANNOT AFFORD TO BE THE SPECTATORS OR THE PARTICIPANTS. CIRCUMSTANCES DO NOT ALLOW US THE LUXURY OF PLAYING A GAME WHILE OUR CLIENTS WAIT FOR US TO DECIDE. SURELY WE SHOULD NOT FIGHT AMONG OURSELVES OVER THE ISSUE OF TERRITORIAL IMPERATIVE. EACH OF US HAS A RESPONSIBILITY TO BECOME INVOLVED IN THE PROCESS WHICH ESTABLISHES THE FUTURE. THE

RESULT MUST INSURE THAT ALL WHO WANT TO PARTICIPATE IN COOPERATIVE NETWORKING PROGRAMS MAY, INDEED, DO SO. TO ESTABLISH THESE PROGRAMS, WHICH WILL AFFECT THE DEVELOPMENT OF FUTURE COOPERATIVE ACTIVITIES, WE MUST UNDERSTAND MORE ABOUT THE PEOPLE WE SERVE! WE CANNOT WAIT FOR SOMEONE TO PROVIDE THE SET OF DIRECTIVES WHICH WILL TELL US WHAT TO DO. TO WAIT FOR THIS WILL SELL EACH LIBRARY SHORT, LEAVING IT WITH NO RECOURSE BUT TO CONTINUE TO SERVE A PAROCHIAL INTEREST. EXERCISING OUR TALENTS AS CREATIVE AND INNOVATIVE PROFESSIONALS WILL BE DIFFICULT, BUT TO CONFIRM OUR ROLE IN NETWORKING WE HAVE NO OTHER CHOICE.

THEN WHAT IS THE ROLE OF THE SPECIAL LIBRARY IN NETWORKING? THE WORLDWIDE INCLUSION OF SPECIAL LIBRARIES IN NETWORKS WILL CAUSE A QUANTUM LEAP FORWARD TOWARD THE GREATER EXCHANGE OF INFORMATION. NETWORK DEVELOPERS MUST ADDRESS SUCH ISSUES AS -- WHAT IS THE MISSION OF NETWORKS? WHO IS TO BE SERVED? HOW ARE THEY TO BE SERVED? IS THE NETWORK TO BE DEFINED IN TERMS OF THE CONVENTIONAL, TRADITIONAL, ISOLATED APPROACHES TO INFORMATION SHARING OR IS THERE TO BE SOMETHING NEW, INNOVATIVE AND DIFFERENT. OTHER ISSUES CAN BE DERIVED FROM THE ABOVE QUESTIONS. QUESTIONS SUCH AS FINANCIAL MATTERS, CHARACTERISTICS OF DELIVERY PATTERNS, AND GOVERNANCE STRUCTURES ARE BUT THREE OF THE MOST IMPORTANT WHICH READILY COME TO MIND.

IN A JANUARY 1982 ARTICLE IN SPECIAL LIBRARIES, AUDREY KIDDER OF THE SOUTHERN ILLINOIS UNIVERSITY, SCHOOL OF MEDICINE, SPRINGFIELD, IL, LISTS SEVERAL ADVANTAGES OF A MULTITYPE LIBRARY NETWORK. SHE CLAIMS THAT THE FIRST AND MOST PRACTICAL ADVANTAGE IS FUNDING. RISING INFLATION AND REDUCED FUNDS WILL PREVENT SPECIAL LIBRARIES FROM MAINTAINING EVEN THEIR PRESENT PROGRAMS, BUT THROUGH NETWORK PARTICIPATION THEY WILL BE ABLE TO STRENGTHEN THEIR COLLECTIONS AND EXPAND THEIR SERVICE OFFERINGS. SHARING OF STATISTICAL DATA AMONG SPECIAL LIBRARIES COULD HELP THEM DEFEND PERSONNEL AND BUDGETARY REQUESTS, AND BROADER PLANNING WOULD IMPROVE THE POTENTIAL OF EACH SPECIAL LIBRARY AND STRENGTHEN ITS ROLE IN THE LOCAL LIBRARY COMMUNITY.

HOWEVER, MINDFUL OF THE BENEFITS, NETWORKS RAISE CERTAIN CONCERNS AMONG MANY LIBRARIANS AND NON-LIBRARY PERSONNEL. AMONG THESE ARE - LOSS OF FUNDING, LOSS OF AUTONOMY, A FEAR OF CHANGE, PARTICIPATION IN GOVERNANCE STRUCTURE, CONVERSION TO STANDARD FORMAT, MEMBERSHIP REQUIREMENTS, AND OTHER REGULATIONS.

KIDDER CONCLUDES HER ARTICLE BY STATING THAT "THE SPECIAL LIBRARIAN SHOULD BE AN EXAMPLE, A FACILITATOR, AND A LOBBYIST TO DEVELOP" A MULTITYPE LIBRARY NETWORK WHICH WORKS AND IS REALISTIC.

COOPERATIVE PROGRAM ACTIVITIES MUST BE DEVELOPED WITH A CLEAR PURPOSE AND SPECIFIC OUTCOME IN MIND. WHAT IS THE PROGRAM OR ACTIVITY TO BE? WE NEED TO CONSTRUCT MODELS, BUT WE NEED TO BE CAREFUL NOT TO LET THE MODEL BECOME THE PROGRAM. STRUCTURE, PLANNING GOALS AND A SENSE OF MISSION, ARE NECESSARY, AND CLEAR PROGRAM OBJECTIVES MUST BE PRESENT TO HELP DETERMINE THE ORGANIZATION. BUT WE NEED TO BE EVER ALERT THAT THE ORGANIZATION DOES NOT DETERMINE THE OBJECTIVES.

COMPREHENSIVE PLANNING IS A PROCESS OF DESIGNING PROGRAMS AND ALLOCATING RESOURCES TO ACHIEVE SPECIFIC OBJECTIVES. THE PROCESS IMPLIES MODIFYING AND IMPROVING PROGRAM ACTIVITIES THROUGH CONTINUOUS EVALUATION OF HOW WELL THE PROGRAM'S OBJECTIVES ARE BEING REACHED. THIS REQUIRES THE USE OF ALL AVAILABLE AND APPLICABLE PLANNING TECHNIQUES, THE EXTENSIVE INVOLVEMENT OF THOSE AFFECTED, AND A MECHANISM FOR MONITORING AND COORDINATING PROGRAM ACTIVITIES. TO KEEP IT PERFORMING WELL, A PROGRAM'S LEADERS MUST BE ABLE TO CONTINUOUSLY MONITOR AND EVALUATE ITS PERFORMANCE, AND MAKE APPROPRIATE CHANGES WHENEVER NECESSARY. THIS IS COMPREHENSIVE PLANNING.

TO AID SPECIAL LIBRARIANS IN THEIR PLANNING EFFORTS, THE SPECIAL LIBRARIES ASSOCIATION'S BOARD OF DIRECTORS MEETING IN JANUARY, 1980, AUTHORIZED THE ASSOCIATION STAFF TO SOLICIT THE ASSISTANCE OF THE NATIONAL COMMISSION ON LIBRARIES AND INFORMATION SCIENCE IN ESTABLISHING A TASK FORCE TO STUDY THE BENEFITS AND CONSTRAINTS WHICH WOULD RESULT FROM THE

INCLUSION OF SPECIAL LIBRARIES/INFORMATION CENTERS IN NETWORKS AND OTHER COOPERATIVE ACTIVITIES.

AT ITS OCTOBER, 1980 MEETING, THE TASK FORCE ADOPTED THE FOLLOWING MISSION STATEMENT:

> "GIVEN THE PRESENT STATE OF ACCESS TO INFORMATION (INCLUDING ACCESS VIA NETWORKS) THE TASK FORCE WILL DESCRIBE, DELINEATE AND CLARIFY THE BENEFITS FROM AND TO SPECIAL LIBRARY PARTICIPATION IN, AND THE CONSTRAINTS WHICH INHIBIT SUCH PARTICIPATION IN, A NATIONWIDE PROGRAM OF LIBRARY AND INFORMATION SERVICES. THE TASK FORCE WILL DEVELOP A PLAN OF ACTION FOR APPROPRIATE INSTITUTIONS AND AGENCIES."

TO FACILITATE THE WORK OF THE TASK FORCE, CHAIR, PAT BERGER, RECOMMENDED THAT FOUR WORKING GROUPS BE FORMED. THESE BEING:

A. BENEFITS AND CONSTRAINTS: WHAT ARE THE BENEFITS DERIVING TO AND FROM SPECIAL LIBRARIES' PARTICIPATION IN NATIONWIDE NETWORKS AND COOPERATIVE PROGRAMS? WHAT CONSTRAINTS ARE THERE ON THEIR PARTICIPATION AND IN WHAT WAYS DO THEY CONSTRAIN OR OTHERWISE REGULATE THE CHARACTERISTICS OR THE OPERATIONS OF NETWORKS AND MULTITYPE LIBRARY COOPERATIVE PROGRAMS?

B. CONSTITUENCIES: GIVEN THE DIVERSITY OF PUBLIC, ACADEMIC, CORPORATE, GOVERNMENTAL AND NOT-FOR-PROFIT ORGANIZATIONS AND INSTITUTIONS IN WHICH SPECIAL LIBRARIES ARE LOCATED, WHAT COMPONENT(S) OF THIS UNIVERSE WILL THE TASK FORCE UNDERTAKE TO ANALYZE? WHAT

CONSTITUENCIES DO OR SHOULD SPECIAL LIBRARIES SERVE NOW AND IN THE FUTURE?

C. LEGISLATION: WHAT LEGAL OR QUASI-LEGAL BARRIERS TO SPECIAL LIBRARY PARTICIPATION PRESENTLY EXIST? ARE THERE INSTANCES IN WHICH SPECIAL LIBRARY PARTICIPATION HAS BEEN ENCOURAGED, (OR AT LEAST NOT DISCOURAGED) BY STATUTES, ORDINANCES AND SIMILAR ADMINISTRATIVE RULINGS? WHAT ACTION(S) SHOULD BE TAKEN TO ASSURE MORE COMPREHENSIVE SPECIAL LIBRARY PARTICIPATION IN THE FUTURE?

D. TECHNOLOGIES AND OPPORTUNITIES: WHAT CAN BE FORECAST REGARDING THE IMPACTS OF EMERGING TECHNOLOGIES ON NATIONWIDE PROGRAMS OVER THE NEXT FIVE YEARS? HOW WILL THESE FUTURE DEVELOPMENTS AFFECT "NETWORKED" SPECIAL LIBRARIES? ARE THERE EMERGING DISINCENTIVES TO NETWORKING AND RESOURCE SHARING WHICH COULD CHANGE THE PRESENT RELATIONSHIPS AMONG SOME SPECIAL LIBRARIES AND NATIONAL PROGRAMS?

DURING ITS JANUARY, 1981 MEETING, THE TASK FORCE DECIDED TO CONDUCT A SURVEY OF THE NETWORKING ACTIVITIES OF THE SPECIAL LIBRARIES ASSOCIATION MEMBERS WORKING IN FOR-PROFIT, NOT-FOR-PROFIT, AND GOVERNMENT AGENCIES. A MAJORITY OF THE ASSOCIATION'S 52 CHAPTERS DISTRIBUTED, COLLECTED, COMPILED, AND RETURNED THE SURVEYS OF THEIR MEMBERSHIP TO THE TASK FORCE BY THE END OF MARCH. FORTY-TWO CHAPTERS, REPRESENTING 81% OF SLA'S MEMBERSHIP, PARTICIPATED IN THE SURVEY.

In addition, a subcommittee of SLA's networking committee agreed to prepare a preliminary analysis of the responses. At the Task Force's third meeting, held in April of this year, the subcommittee reported that a total of 2,477 responses had been received. This represents 35% of the 7,100 libraries that employ SLA members. Of these, 2,254 responses were analyzed. The split between special libraries which do or do not participate in networks and formal cooperative programs was 50-50 - 1,083 special libraries do participate and 1,102 do not.

When the various network executive directors were asked to identify the principal ways in which special libraries contribute to network activities, the following responses were given:

A. Cataloging their special collections
B. Sharing their collections
C. Contributing ideas, special librarians are frequently the most advanced thinkers
D. Being essential to the growth and viability of the network
E. Assisting in network organization
F. Having unique holdings
G. Improving state-wide distribution of network access
H. Serving as a stimulus for advanced and specialized information retrieval workshops

THE TASK FORCE CONTINUES TO STUDY THE DATA ON THE 1,102 SPECIAL LIBRARIES WHICH ARE NOT NOW INVOLVED IN FORMAL NETWORKS OR COOPERATIVE PROGRAMS. THE THREE PRIMARY REASONS THEY LISTED WERE LACK OF FUNDS, LACK OF DEMAND, LACK OF KNOWLEDGE OF APPROPRIATE NETWORKS. REGARDING THEIR LACK OF KNOWLEDGE, THE SLA RESPONDENTS COMMENTED:

A. NETWORKS TOO BROAD; DO NOT ADDRESS OUR SPECIALIZED NEEDS; NARROW SUBJECT INTERESTS (30 RESPONSES)
B. NO TIME TO RESEARCH NETWORKS (5 RESPONSES)
C. RESEARCH ORGANIZATION HAS NO NEED FOR NETWORKS UNDER TERMS OF FEDERAL GRANTS (1 RESPONSE)
D. INTERESTED IN HELP FROM SLA (2 RESPONSES)
E. I KNOW OF NO NETWORK WE COULD JOIN (2 RESPONSES)
F. LACK OF KNOWLEDGE OF NETWORKS ORIENTED TOWARD SPECIAL LIBRARIES (1 RESPONSE)
G. UNAWARE THAT ANY NETWORK WOULD CONSIDER A FOR-PROFIT CORPORATE LIBRARY; NONE HAVE EVER SOLICITED OUR MEMBERSHIP (1 RESPONSE)
H. LACK OF EFFORT BY SLA IN MAKING INFORMATION ON NETWORKS KNOWN (1 RESPONSE)

TECHNOLOGY WILL CONTINUE TO ADVANCE CIVILIZATION, BUT, IF THE TRENDS OF THE PAST 30 YEARS ARE READ PROPERLY, THESE ADVANCES MAY WELL CAUSE INCREASING SOCIAL PROBLEMS, GROUP TENSIONS,

AND STILL MORE PRESSURES ON INDIVIDUALS TRYING TO ADJUST TO RAPIDLY CHANGING CONDITIONS. CERTAINLY TECHNOLOGY AS APPLIED TO LIBRARY AND INFORMATION SERVICE, IS CAUSING US TO CHANGE OUR DEFINITIONS OF WHAT INFORMATION SERVICES ARE AND WHAT THEIR PURPOSE SHOULD BE. THE USE OF ELECTRONIC TECHNOLOGY FOR INFORMATION STORAGE, RETRIEVAL AND DISSEMINATION WILL BECOME MORE WIDESPREAD BY 1990. VIDEOTEXT/VIDEODISC APPLICATIONS, ELECTRONIC MAIL, AND OTHER COMMUNICATIONS AND INFORMATION TECHNOLOGIES ARE DEVELOPING RAPIDLY. ALONG WITH THEIR SPECTACULAR ADVANTAGES - SPEED, COMPRESSED STORAGE, LOWER COSTS, AND QUICK RETRIEVAL - THESE TECHNOLOGIES ARE BRINGING NEW PRESSURES FOR CHANGE TO BEAR ON ALL INFORMATION PROVIDERS, INCLUDING LIBRARIES.

IT HAS BEEN SAID THAT, "IT IS NOT WHAT WE LOOK AT THAT IS IMPORTANT BUT HOW WE LOOK AT IT THAT IS." ACTIVITIES WHICH INVOLVE LIBRARIES IN COOPERATIVE PROGRAMS SUBSTANTIATE THIS APHORISM. WE HAVE HEARD ALL TOO FREQUENTLY THAT THE INCLUSION OF CERTAIN TYPES OF LIBRARIES IN NETWORKING WILL CREATE NUMEROUS PROBLEMS, THEREFORE, THEY SHOULD BE EXCLUDED FROM COOPERATIVE AGREEMENTS. SOME LIBRARIES IN THE PRIVATE SECTOR ARE TO BE LOOKED UPON WITH A JAUNDICED EYE BECAUSE THEIR PARENT ORGANIZATIONS ARE PROFIT-MAKING WHILE OTHERS ARE EXCLUDED BECAUSE IT IS SAID THAT THEY WILL BORROW EVERYTHING AND CONTRIBUTE NOTHING. I DO NOT BELIEVE THAT THIS IS TRUE BECAUSE EACH OF US KNOW OF COOPERATIVE ACTIVITIES WHICH DO NOT SUPPORT THESE NEGATIVE NOTIONS.

LET US EXAMINE SEVERAL GUIDELINES WHICH SERVE TO DEFINE NETWORKING WHILE REFINING ITS PURPOSE. THERE ARE MANY VARIABLES INVOLVED IN THIS PROCESS, SO NO ARBITRARY SET OF GUIDELINES WILL NECESSARILY FIT ALL OF THE PROGRAM REQUIREMENTS. HOWEVER, GUIDELINES WILL HELP PROVIDE A STRUCTURE FOR ORGANIZING OUR THOUGHTS. UNDER EACH OF THE SEVEN GUIDELINES I AM PROPOSING, THE BENEFITS AND CONSTRAINTS NEED EXPLORATION. THE GUIDELINES ARE:

1. THE PURPOSE OF THE COOPERATIVE ENDEAVOR. THERE MUST BE AGREEMENT AS TO WHAT THE PURPOSE OF NETWORKING IS. IS IT THE IMPROVEMENT OF LIBRARY SERVICES FOR ALL USERS? IF IT IS, THEN THE SHARING OF RESOURCES AND SERVICES BECOMES A PRIMARY GOAL. TO ACCOMPLISH THIS GOAL, COOPERATIVE PROGRAMS MUST BE BUILT UPON GUARANTEED ACCESS TO THE INFORMATION RESOURCES OF ACADEMIC, PUBLIC, SCHOOL, AND SPECIAL LIBRARIES WITHIN THE COOPERATIVE'S SCOPE. EACH LIBRARY MUST CONTINUE TO PERFORM ITS PRIMARY FUNCTION, WHICH IS TO SERVE ITS IMMEDIATE CLIENTELE, WHILE MAKING AVAILABLE ITS RESOURCES AND SERVICES TO THE OTHER LIBRARIES.
2. THE PHILOSOPHICAL FRAMEWORK OF COOPERATIVE ACTIVITIES. IT IS EXTREMELY IMPORTANT TO INVESTIGATE, STUDY, AND ANALYZE THE VARIOUS CHARACTERISTICS WHICH CAN BE FOUND IN A COOPERATIVE VENTURE, FOR ALL COOPERATIVE ENDEAVORS MUST ORIGINATE FROM A COMMON BASE.
3. THE SOCIAL SURROUNDINGS. LOOK AT THE TOTAL ENVIRONMENT AND ALL THE ISSUES WHICH WILL BE INVOLVED. DO THE PEOPLE

INVOLVED IN THE VENTURE ACCEPT THE NOTIONS OF COOPERATIVE ACTIVITIES? REMEMBER, ALL GROUPS INVOLVED MUST ACCEPT THE CONCEPT OF "COOPERATION" - THIS MEANS GIVE AND TAKE ON EVERYONE'S PART.

4. THE ECONOMIC SITUATION. IS THERE FINANCIAL SUPPORT WITHIN THE STRUCTURE FOR THE DEVELOPMENT OF COOPERATIVE ENDEAVORS? MANY TIMES PEOPLE LOOK ON COOPERATIVE ACTIVITIES AS A WAY TO SAVE MONEY. HOWEVER, ONCE BEGUN, AND IF SUCCESSFUL, THESE COOPERATIVE PROGRAMS FREQUENTLY REQUIRE MORE REVENUE THAN PREVIOUS ARRANGEMENTS. THEREFORE, CAREFULLY CONSIDER THE KIND OF FINANCIAL SUPPORT THAT IS AVAILABLE. FROM WHERE ARE THE FUNDS TO COME? WHO IS GOING TO ACT AS THE FISCAL AGENT?
5. THE ADMINISTRATIVE ORGANIZATION. HOW ARE THE NETWORK'S ACTIVITIES TO BE COORDINATED, MANAGED, AND SUPERVISED? THIS OFTEN MEANS THAT ONE GROUP WILL HAVE TO RELINQUISH SOME OF ITS AUTONOMY, A THREATENING CONCEPT FOR MANY. REMEMBER THE MAJOR GOAL IS BETTER SERVICES FOR THE USER THROUGH COOPERATION.
6. THE NATURAL AREAS IN WHICH COOPERATIVE ACTIVITIES CAN BE UNDERTAKEN. LOOK FOR THE OBVIOUS. AS YOU BEGIN TO EXPLORE POSSIBILITIES, ATTEMPT TO SELECT SOMETHING WHICH WILL PROVIDE EARLY AND POSITIVE RESULTS. DO NOT UNDERTAKE FIRST A PROJECT WHICH IS COMPLEX, WILL SPAN A LONG PERIOD OF TIME, WILL REQUIRE LARGE SUMS OF RESOURCES (HUMAN, SPACE, MONEY, AND MATERIALS), AND WILL REQUIRE CONSIDERABLE SUPERVISION.

7. STAFF CAPACITY FOR COOPERATIVE ENDEAVORS. IS PRESENT STAFF SIZE SUFFICIENT TO CARRY OUT COOPERATIVE ACTIVITIES, OR WILL ADDITIONAL STAFF BE NEEDED? DOES NECESSARY EXPERTISE EXIST? WILL INSERVICE/CONTINUING EDUCATION PROGRAMS BE NEEDED?

COOPERATIVE ACTIVITIES EMANATING FROM ANY SYSTEM OR NETWORK SHOULD NOT BE DESIGNED TO SUPPLANT THE EXISTING LIBRARY AND INFORMATION SERVICES. THE SERVICES PROVIDED SHOULD INCREASE THE OFFERINGS OF A SINGLE LIBRARY, THEREBY, SUPPLEMENTING EXISTING OPERATIONS.

THE FOLLOWING FOUR ABSTRACTS OF COOPERATIVE PROGRAMS ARE ILLUSTRATIVE OF THE CONCEPTS ENUMERATED THROUGHOUT THIS PAPER. THE SERVICES PROVIDED BY THESE NETWORKS DO EXPAND THE SERVICE OFFERINGS OF EACH MEMBER LIBRARY.

BELL LABORATORIES LIBRARY NETWORK

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BELL LABORATORIES IS A LARGE, GEOGRAPHICALLY DISPERSED RESEARCH CORPORATION ENGAGED IN TELECOMMUNICATIONS RESEARCH AND DEVELOPMENT FOR THE BELL SYSTEM. THE COMPANY EMPLOYS OVER 19,000 PEOPLE, OF WHOM 9,300 ARE SCIENTISTS AND ENGINEERS AND 4,000 ARE ASSISTANT TECHNICAL STAFF,

WORKING AT 17 LOCATIONS IN EIGHT STATES. THE INFORMATION DEMANDS OF THESE BELL LABS EMPLOYEES ARE DIVERSE AND INTENSE, AS MIGHT BE EXPECTED OF A HIGH-TECHNOLOGY ENTERPRISE WHOSE OWN MISSION IS TO ENABLE AND ENHANCE INFORMATION TRANSFER ON A VAST SCALE.

TO HELP MEET THESE INFORMATION NEEDS, BELL LABORATORIES HAS DEVELOPED A MULTIUNIT LIBRARY SYSTEM, STRUCTURED AND MANAGED AS AN INTEGRATED CORPORATE NETWORK. THE PRESENT SYSTEM IS COMPOSED OF 22 LIBRARIES SERVING ALL BELL LABS LOCATIONS FROM NEW JERSEY TO COLORADO AND FROM GEORGIA TO MASSACHUSETTS. SEVEN OF THE LIBRARIES ARE AT WESTERN ELECTRIC LOCATIONS WHERE BELL LABS HAS LABORATORIES TO FACILITATE THE TRANSITION OF ITS DESIGNS INTO MANUFACTURE BY THE WESTERN ELECTRIC COMPANY; THESE LIBRARIES SERVE BOTH COMPANIES AND ARE OPERATED JOINTLY. THE LIBRARY OF THE WESTERN ELECTRIC ENGINEERING RESEARCH CENTER AT PRINCETON, NEW JERSEY, IS ALSO A FULLY INTEGRATED COMPONENT OF THE BELL LABS LIBRARY NETWORK.

THE SYSTEM EMBODIES A NUMBER OF MANAGEMENT PHILOSOPHIES AND PRACTICES DIRECTED TO THE PRIME GOAL OF PROVIDING A FULL SPECTRUM OF INFORMATION SERVICES OF COMPARABLE HIGH QUALITY, AT REASONABLE COST, TO ALL EMPLOYEES, WHEREVER LOCATED. TO THIS END, MUCH EMPHASIS IS PLACED ON NETWORKING; ON FUNCTIONAL INTERDEPENDENCY; RESOURCE POOLING; RESPONSIBILITY SHARING; AND COMMON SYSTEMS, STANDARDS AND GOALS. A MIX OF CENTRALIZED SPECIAL SERVICES AND DECEN-

TRALIZED STANDARD SERVICES IS EMPLOYED, SUPPORTED BY SUBSTANTIAL COMPUTER, COMMUNICATIONS, MANAGEMENT INFORMATION, AND DELIVERY SYSTEMS. THE SPECIALIZED SERVICES, WHICH NETWORKING HELPS MAKE POSSIBLE BY PROVIDING THE NECESSARY CRITICAL MASS AND ECONOMIES OF SCALE, INCLUDE EXTENSIVE ALERTING, PUBLICATION, RETRIEVAL, TRANSLATING AND TECHNICAL REPORT SERVICES, AS WELL AS A COMPUTING INFORMATION, LIBRARY MININETWORK. A HEAVY INVESTMENT IN COMPUTER SYSTEMS AIDS ALL MAJOR FUNCTIONS AND SERVICES. BELL LABS LIBRARY NETWORK IS ALSO A MEMBER OF THE OCLC CATALOGING AND INTERLIBRARY LOAN NETWORK. MR. KENNEDY'S PAPER HIGHLIGHTS THE FEATURES, ADVANTAGES, CHALLENGES, AND MANAGEMENT PERSPECTIVES OF A RESEARCH CORPORATE LIBRARY NETWORK. (FROM THE SPECIAL LIBRARY ROLE IN NETWORKS, ROBERT GIBSON, SPECIAL LIBRARIES ASSOCIATION, 1980).

EXXON'S INTERNATIONAL NETWORK OF INFORMATION CENTERS

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EXXON RESEARCH AND ENGINEERING COMPANY HAS THE LARGEST TECHNICAL INFORMATION ACTIVITY IN EXXON WORLDWIDE AND INTERACTS DYNAMICALLY WITH INFORMATION CENTERS OPERATED BY EXXON AFFILIATES. THE PRIME OBJECTIVE OF THIS INFORMATION GROUP IS TO ASSIST THE CORPORATION TO OBTAIN MAXIMUM BENEFITS FROM RESEARCH AND ENGINEERING EFFORTS. THIS IS DONE BY PROVIDING A CHANNEL FOR THE INTERCHANGE OF TECHNOLOGY

THROUGHOUT THE CORPORATION AND BY ESTABLISHING SYSTEMS WHICH ENCOURAGE THE USE OF COMPANY AND OUTSIDE RESOURCES. THERE ARE THREE MAJOR GOALS THAT GUIDE THE INFORMATION ACTIVITIES OF EXXON RESEARCH AND ENGINEERING COMPANY: (1) SEEK OUT AND RESPOND TO INFORMATION NEEDS, (2) IDENTIFY AND APPLY DEVELOPING TECHNOLOGY TO IMPROVE INFORMATION TRANSFER, AND (3) STRENGTHEN AND UTILIZE THE CORPORATE INFORMATION NETWORK. WHILE A HIGH LEVEL OF EFFORT IS EXPENDED IN HANDLING PROPRIETARY MATERIAL ON A WORLDWIDE BASIS, THIS PAPER EMPHASIZES THE CORPORATE INFORMATION NETWORK IN THE LIBRARY AREA.

A GROUP KNOWN AS THE EXXON INFORMATION TECHNOLOGY USERS GROUP WAS ESTABLISHED ABOUT 12 YEARS AGO. THE PURPOSE WAS TO SHARE INFORMATION RESOURCES AND TO SUPPORT THE DEVELOPMENT OF INFORMATION SYSTEMS ON A MUTUALIZED BASIS. ONE OF THE PROJECTS INVOLVED THE DESIGN OF A SYSTEM KNOWN AS THE INFORMATION MANAGEMENT PROGRAM (IMP). IT WAS INTENDED TO HANDLE THE PURCHASE AND CATALOGING OF BOOKS, ROUTING AND HANDLING OF JOURNALS, AND, IN ADDITION, TO PROVIDE GENERALIZED INDEXING PROCEDURES. THE SYSTEM EVOLVED SLOWLY AND WHILE IT IS A PRODUCTION PROGRAM TODAY, CHANGES ARE IN THE MILL TO ENHANCE ITS CAPABILITIES. A DIFFERENT TYPE OF PROJECT INVOLVED PRODUCING AN INTEGRATED JOURNAL HOLDINGS LIST THAT WOULD ELIMINATE MAJOR DUPLICATIONS OF LARGE HOLDINGS. THIS IS EXPECTED TO BE A USEFUL TOOL, AND THERE WILL BE OTHER PROJECTS OF A SIMILAR NATURE.

Ms. Graham's paper further discussed the benefits and problems of networking on an international basis. (From The Special Library Role in Networks, Robert Gibson, Special Libraries Association, 1980).

TEXTILE INFORMATION USERS COUNCIL AND INFORMATION TRANSFER IN THE TEXTILE INDUSTRY

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The Textile Industry, although diversified and segmented in itself, has a unified means of handling the flow of information transfer. The Textile Information Users Council (TIUC) is a loosely structured but highly efficient, informal textile information network. Its members represent fiber producers, chemical and dyestuff manufacturers, textile companies, textile machinery manufacturers, trade associations, research institutes and academic textile schools from the United States, Europe and India.

Since its inception in 1969, the work of the TIUC has resulted in the improvement and/or development of information services related to the Textile Industry. It has prompted improvements in coverage, timeliness and index quality of established

SECONDARY PUBLICATIONS. THROUGH THE WORK OF ITS STANDING COMMITTEES, THE COUNCIL HAS ALSO PRODUCED USER TOOLS SUCH AS A BIBLIOGRAPHY OF TEXTILE BOOKS, A DIRECTORY OF TRANSLATORS, AND AN INDEX TO ITS POOL OF TEXTILE TRANSLATION. IT HAS DEVELOPED TEXTILE PATHFINDERS AND RECENTLY PRODUCED A UNION LIST OF SERIALS COVERED BY THE THREE TEXTILE INDEXING/ABSTRACTING SERVICES.

THESE AND OTHER ACTIVITIES OF THE COUNCIL HAVE RESULTED IN THE ESTABLISHMENT OF AN INFORMAL NETWORK FOR EXPEDITING THE TRANSFER OF INFORMATION AMONG MEMBERS OF THE TEXTILE INFORMATION COMMUNITY. (FROM THE SPECIAL LIBRARY ROLE IN NETWORKS, ROBERT GIBSON, SPECIAL LIBRARIES ASSOCIATION, 1980).

THE INSIDERS -- A COOPERATIVE NETWORK OF SPECIAL LIBRARIES

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THE INSIDERS IS AN INFORMAL NETWORK OF SPECIAL LIBRARIES FROM EIGHT FIRMS. THIS NETWORK HAS CONTINUED TO FLOURISH FOR OVER 15 YEARS PRIMARILY BECAUSE THE EIGHT PARTICIPATING COMPANIES REPRESENT NONCOMPETING INDUSTRIES. THE MEMBER LIBRARIES ARE:

CAMPBELL MITHUN, INC.
DAYTON-HUDSON CORPORATION
IDS LIFE INSURANCE

Investors Diversified Services, Inc.
Minnesota Gas Company
Northwest Bancorporation
Peat, Marwick, Mitchell & Company
Pillsbury Company

The network provides rapid access to nonconfidential published materials, a professional support group for the librarians, a forum for discussion of current issues facing the special library community, a group capable of accomplishing tasks too large for a single library, and finally a method by which interlibrary collection development can be attained.

The character of the group is influenced by the member librarians, but the original philosophy of providing a more comprehensive service to the individual companies has not been altered since the network's creation. (From The Special Library Role in Networks, Robert Gibson, Special Libraries Association, 1980).

Edward Strable, past president of the Special Libraries Association and Vice President, Director of Information Services, of J. Walter Thompson Company of Chicago, IL, concluded an address before a conference held at the General Motors Research Laboratories in May 1980 by

ASKING THE FOLLOWING 7 QUESTIONS:

1. ARE FORMAL NETWORKS ACTUALLY REPLACING THE EFFECTIVE INFORMAL TRADITIONS OF SPECIAL LIBRARY COOPERATION OR ONLY SUPPLEMENTING THEM?
2. ARE THE COMMONLY RECOGNIZED BARRIERS TO FULL AND EFFECTIVE SPECIAL LIBRARY PARTICIPATION REALLY THAT DIFFICULT TO HURDLE? IN PARTICULAR, HOW STRONG IS THE STRONGEST BARRIER -- SATISFACTION WITH THE STATUS QUO?
3. ARE THE PRINCIPAL WAYS IN WHICH THE SPECIAL LIBRARIES CAN CONTRIBUTE TO NETWORKS BECOMING MORE EVIDENT?
4. ARE THERE ANY INDICATIONS THAT ADDITIONAL SUCCESSFUL SUBJECT NETWORKS, LIKE THE MEDICAL LIBRARY NETWORK, ARE LIKELY TO COME OUT OF THE SPECIAL LIBRARY COMMUNITY?
5. HOW READY ARE SPECIAL LIBRARIANS TO THINK ABOUT AND ACCEPT A ROLE IN THE NATIONAL NETWORK, AS ENVISIONED BY NCLIS AND OTHERS (AS DISTINGUISHED FROM SUCH "COMMON" NATIONAL NETWORKS AS OCLC AND DIALOG)?
6. FROM THE SPECIAL LIBRARY POINT OF VIEW, HOW MUCH NETWORKING IS ENOUGH?
7. AND FINALLY, HOW COMFORTABLE ARE SPECIAL LIBRARIANS LIKELY TO BE AS THEY BECOME MORE INTIMATELY INVOLVED IN THE POLITICAL ENVIRONMENT WHICH IS AN EVER PRESENT AND IMPORTANT PART OF NETWORK PARTICIPATION?

ONCE THESE QUESTIONS HAVE BEEN ANSWERED, I AM CONFIDENT THAT THE PROFESSION WILL HAVE A CLEARER UNDERSTANDING OF "HOW SPECIAL LIBRARIES USE NETWORKS." THIS PRESENTS US, AS MEMBERS OF THE SPECIAL LIBRARIES COMMUNITY, A CHALLENGE FOR FURTHER INVESTIGATION, RESEARCH AND STUDY. LET'S JOIN TOGETHER IN AN ATTEMPT TO MEET THIS CHALLENGE AND EXPAND OUR INFORMATION HORIZONS.

ALL LIBRARIANS AND INFORMATION MANAGERS MUST BECOME INFORMED ABOUT MULTITYPE LIBRARY ACTIVITIES AND OTHER COOPERATIVE PROGRAMS FOR THEY NEED TO UNDERSTAND THE BENEFITS TO BE DERIVED FROM PARTICIPATING IN A COOPERATIVELY DEVELOPED PROGRAM. THE TECHNOLOGY AND RESOURCES ARE AVAILABLE NOW, AND YET OUR "NUMBER ONE" CHALLENGE REMAINS, AS ALWAYS, PEOPLE - DEALING WITH THEIR ATTITUDES, EXPECTATIONS, FEARS, AND EMOTIONS. THE DAY WHEN THESE NEGATIVE CONCERNS CAN BE OVERCOME WITH POSITIVE BELIEF WILL BE THE DAY AN INTERNATIONAL LIBRARY AND INFORMATION NETWORK WILL BECOME A REALITY. FOR WE SHOULD REMEMBER THAT, AS PROFESSIONALS, THERE ARE FAR MORE THINGS WE CAN DO THAN WE HAVE SUPPOSED. THIS BELIEF SHOULD BE REFLECTED IN OUR ACTIONS. WE MUST CONCENTRATE ON WHAT NEEDS TO BE DONE, AND DO IT. IF EVERYTHING REMAINS IMPORTANT, THEN NOTHING IS IMPORTANT. AS PROFESSIONALS, COLLECTIVELY AND SINGLY, WE MUST DECIDE WHAT <u>IS</u> IMPORTANT AND DESIGN ACTIVITIES THAT WILL INCLUDE ALL WHO WISH TO TAKE PART. THIS MOVEMENT MUST BECOME MORE RESPONSIVE TO

THE NEEDS OF THE PROFESSION, AND BE MORE CONCERNED WITH MEETING CLIENT NEEDS AS OPPOSED TO PROTECTING INSTITUTIONAL PREROGATIVES. WE NEED TO SCRUTINIZE AND DISCARD OBSOLETE PRACTICES AND GET ON WITH THE DEVELOPMENT OF A COOPERATIVE PROGRAM WHICH WILL ADVANCE THE PROGRESS OF OUR SOCIETY WHERE INFORMATION IS THE KEY TO SUCCESS. THEN ALL TYPES OF LIBRARIES - ACADEMIC, PUBLIC, SCHOOL AND SPECIAL - CAN BE A LIVING SYMBOL OF THE INFORMATION REVOLUTION WHICH IS SWEEPING ACROSS THE WORLD.

AS YOU CAN READILY SEE, THERE IS A ROLE FOR SPECIAL LIBRARIES IN NETWORKS. FURTHER EXPLORATION IS NEEDED ON THE USES SPECIAL LIBRARIES ARE MAKING OF NETWORKS. LET US JOIN TOGETHER IN THIS EXPLORATION.